2001-02 Annual Report

Department of Fisheries and Aquaculture

Government of
Newfoundland and Labrador

The Department of Fisheries and Aquaculture
Annual Report
2001-02

Message From the Minister

It is my pleasure to present the 2001-02 Annual Report for the Department of Fisheries and Aquaculture. This document is an account of the Department's business for the 2001-02 fiscal year.

The Department is responsible for representing the province's interests in one of our most precious natural resources. Our mandate is to promote and support professional and sustainable fisheries and aquaculture industries for the benefit of Newfoundlanders and Labradorians. This report outlines the goals, progress and challenges of the Department and reports on our delivery of programs and services.

We will continue to work cooperatively with stakeholders and all levels of Government, to effectively and efficiently manage our fishery. This is in keeping with the Department's commitment to provide superior service to the fishing and aquaculture industries in the province.

YVONNE JONES, MHA
Minister of Fisheries and Aquaculture

Table of Contents

Departmental Overview 1

Shared Commitments 3

Highlights and Accomplishments 5

Key Achievements and Priorities 6

Challenges and Opportunities 14

Departmental Overview

Vision

The Newfoundland and Labrador fishing and aquaculture industries will:

- be viable, private-sector driven and sustainable,
- lead in the production of a diversified mix of high quality products,
- command premium prices in the international marketplace, and
- be recognized as professional and vibrant contributors to the well-being of the province.

In support of this vision, the Department will deliver high quality and cost-effective programs and services in partnership with industry stakeholders and other government departments and agencies.

Mission

To support and promote the development of sustainable and viable fishing and aquaculture industries, which produce high quality and high value products.

The Department will achieve this by providing industry participants, other government organizations, and the general public, with programs and services in the areas of fisheries and aquaculture development, quality assurance, processing and aquaculture capacity management, and information services.

Note: The Department's vision and mission complements, and is consistent with, Government's Jobs and Growth Strategy and the Strategic Social Plan.

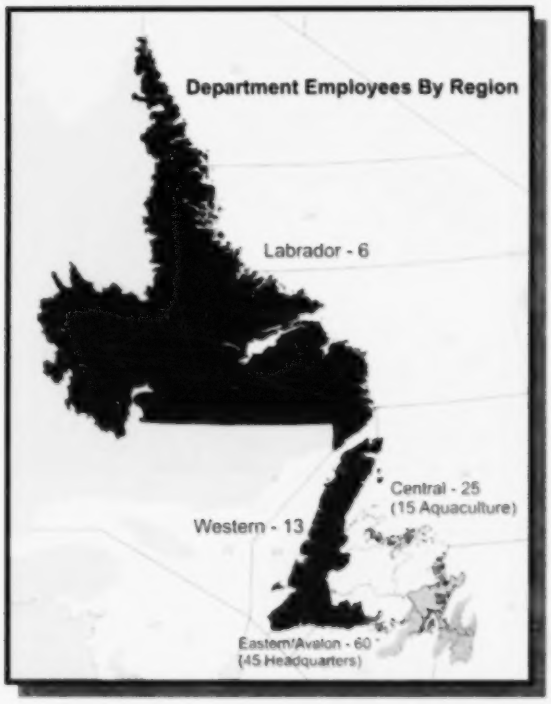
Legislative Authority

The Department administers and is governed by the following legislation:

- *Fish Inspection Act*
- *Fisheries Act*
- *Fisheries Restructuring Act*
- *Aquaculture Act*
- *Professional Fish Harvesters Act*
- *Fishery Products International Act*

Lines of Business

- Licensing of fish processing operations, fish buyers, and aquaculture facilities;
- Fishing industry and aquaculture development and diversification;
- Quality assurance, inspection and regulatory enforcement;
- Infrastructure support;
- Policy development and planning; and
- Communications, advocacy and information services.



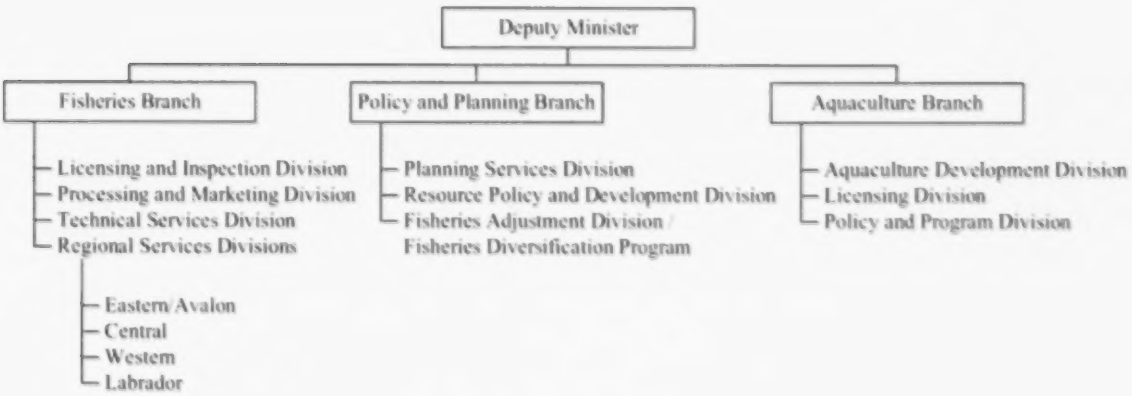
Departmental Profile

The Department of Fisheries and Aquaculture consists of three branches: Policy and Planning, Aquaculture and Fisheries. The map on the left outlines the five regions and the distribution of the Department's 104 employees. The net operating budget for 2001-02 was $9.7 million.

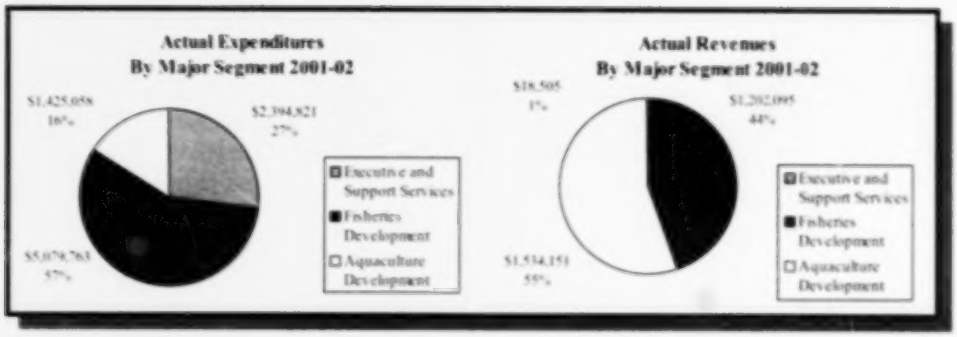
The head office is located in St. John's, with the Aquaculture branch headquarters in Grand Falls-Windsor. Regional offices are located in Grand Bank (Avalon/Eastern), Grand Falls-Windsor (Central), Port Saunders (Western), and Happy Valley/Goose Bay (Labrador). The Aquaculture Branch has regional offices in Bay d'Espoir and Corner Brook. The organization chart below identifies the various divisions in the Department's three branches.

Department of Fisheries and Aquaculture

Branch/Division



Departmental Budget



Shared Commitments

The Department of Fisheries and Aquaculture works with many departments, agencies and groups to fulfill its mandate.

Fishing and Aquaculture Industry Stakeholders

Key Stakeholders

- *Processors and Processing Workers*
- *Processing Organizations (Fisheries Association of Newfoundland and Labrador (FANL) and NL Federation of Fisheries Cooperatives)*
- *Aquaculturists and Aquaculture Organizations (Newfoundland Aquaculture Industry Association)*
- *Harvesters (Professional Fish Harvesters Certification Board)*
- *Seal Industry Development Council*
- *Canadian Sealers Association*
- *Unions (FFAW/CAW and UFCW)*
- *Department of Fisheries and Oceans (DFO)*
- *Other Government Departments*
- *Regional Development Organizations (Regional Economic Development Boards)*
- *Municipal Organizations (Federation of Municipalities)*
- Educational Organizations *(Memorial University and the Marine Institute)*

The Department consults and works regularly with a range of key industry stakeholders, including the Fisheries Association of Newfoundland and Labrador (FANL) and the Fish, Food, and Allied Workers/Canadian Auto Workers Union (FFAW/CAW), on strategic and policy issues of importance to the industry. Input is sought from these groups and others on specific issues and developments in the industry to ensure that their interests and positions are

considered. Similar consultation occurs between the Department and the Professional Fish Harvesters Certification Board on matters relating to the professionalization and certification of harvesters.

The Department works closely with the Newfoundland Aquaculture Industry Association, the Marine Institute, the Department of Fisheries and Oceans and other industry stakeholders to promote the development of the aquaculture industry. In 2001, the aquaculture industry, together with the provincial and federal governments, developed a strategic plan to guide development of the industry over the next several years.

The Government of Canada

The Department liaises and works with its federal counterpart, the Department of Fisheries and Oceans (DFO), on a range of licensing issues, fisheries management and conservation policies, and fisheries development initiatives. The Department is responsible for licensing fish processing plants in the province, while DFO has responsibility for certification of the plants for export purposes. The $10 million Fisheries Diversification Program is an example of the commitment to emerging fisheries and diversification shared by the Department, DFO and the Atlantic Canada Opportunities Agency (ACOA). This program is cost shared between the federal government and the provincial government on an 80/20 basis.

The Department participates with the federal government in various resource management policy initiatives. It is represented on the Fisheries Resource Conservation Council (FRCC) and attends and contributes regularly to Northwest Atlantic Fisheries Organization (NAFO) conferences and meetings. The Department also represents the province's interests in federal policy development, including recent initiatives such as the Atlantic Fisheries Policy Review (AFPR) and the Independent Panel on Access Criteria (IPAC). As well, the Department ensures that industry and provincial views are represented in international and internal trade policy, foreign fishing policy, emerging fisheries, aquaculture development and other issues of concern that may arise.

The Department also participates with its federal counterparts on issues related to Aquaculture. The Department liaises with the federal Office of the Commissioner for Aquaculture Development (OCAD) and the Office for Sustainable Aquaculture. Input is provided on federal policy and decision making on matters related to the development and regulation of aquaculture in this province. Input was provided on the implementation of the Federal Aquaculture Policy Framework to ensure the interests of the province's aquaculturists were promoted. The Department also participates in international forums on aquaculture such as the North Atlantic Salmon Conservation Organization (NASCO).

Highlights and Accomplishments

The Department experienced a number of highlights during the year which had a positive impact on the fishing and aquaculture industries, specifically:

- Government appointed an All-Party Committee to conduct public consultations on the FPI Act. This action was taken in response to the company's proposal to change its groundfish operations on the south coast. Legislative changes were introduced in March 2002 to ensure the ongoing operation of the fishery in this area, maximize employment stability and productivity, and strengthen the fishery in the province.

- A panel was appointed to review the shrimp industry and make recommendations to improve and deal with structural challenges facing the industry.

- The Department played a role in brokering an agreement between harvesters and processors, and helped coordinate a reopening of the shrimp fishery in late summer of 2001.

- The Department, as a member of the Canadian delegation to the Northwest Atlantic Fisheries Organization (NAFO), asked the Government of Canada to take a more aggressive position in dealing with increasing trends in non-compliance with NAFO management and conservation measures. In the September 2002 NAFO meetings in Santiago de Compostela, Spain, the Canadian delegation again confirmed for the NAFO Fisheries Commission that serious violations of NAFO conservation and management measures continue to occur outside the 200-mile limit.

- The Department and Government continued to fight trade barriers making several representations to the Department of Foreign Affairs and International Trade (DFAIT) and DFO regarding the restrictive 20% European Union (EU) tariff imposed on coldwater shrimp.

- The Department renewed its support of fisheries conservation by providing $300,000 to the Memorial University of Newfoundland Fisheries Conservation Chair, as part of a five-year, $1.5 million commitment.

- The opening of the Aquaculture Central Office in Grand Falls-Windsor increased the Department's service delivery and accessibility for the aquaculture industry.

- Juvenile cod, produced at the Ocean Sciences Centre, were stocked into the cod research farm near Hermitage, an initiative undertaken by the Department, industry and Memorial University.

- The Western Region Quality Assurance Team are the proud recipients of the 2001 Public Service Award of Excellence. Also nominated for the award was the Avalon/Eastern Regional Director.

Key Achievements and Priorities

In the Department's business plan, a number of strategic issues were identified representing the most significant challenges and opportunities for the Department and its clients.

1. Balancing Processing Capacity with Resource Availability

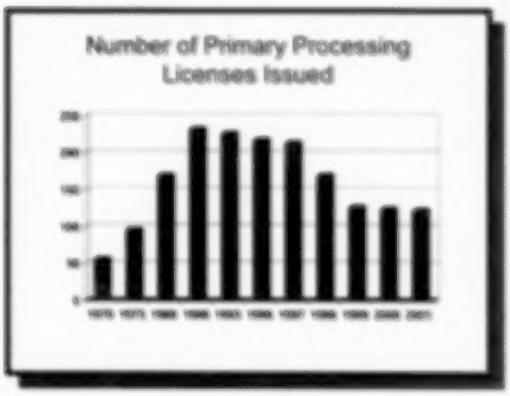
The Department strives to have a viable and self-reliant fish processing sector with a regional balance between processing capacity and resource availability.

Priorities and Strategies

- To help achieve a viable processing industry, the Department has reduced the number of plants by:
  - eliminating government financial support to processing companies for the production of primary products; and
  - permitting the transfer of processing licences to consolidate two or more plants.

Progress and Accomplishments

As a result of the above strategies and through Departmental processing licensing policies:



- Primary processing licences were reduced from 213 in 1997 to 122 in 2001.
- Processing companies invested over $120 million in private funds to diversify into shrimp processing operations. No government funds were provided.
- In 1997, in response to an increase in the snow crab resource, Government decided to issue new snow crab processing licences. Prior to this decision, there were 20 active snow crab operations; in 2001, there were 32. It is interesting to note that, in 1989, there were on average 400 tonnes of snow crab available per licence, whereas in 2001, this increased to 1,700 tonnes available per licence.

2. Maximizing the Value and Utilization of Newfoundland and Labrador Fisheries and Aquaculture Resources on a Sustainable Basis

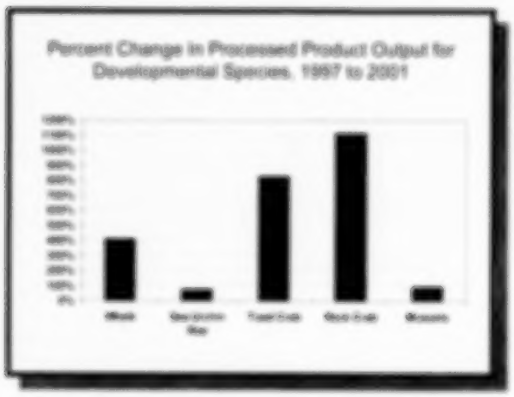
The Department's goal is to maximize the returns to the province's economy from all of its fish resources by assisting industry and implementing policies and procedures to achieve this goal.

Priorities and Strategies

- Through its licencing policies and programs, such as FDP, the Department will provide assistance to industry to maximize production value through:
  - the development of underutilized species;
  - the improvement of the quality of species harvested;
  - the improvement of the types of products produced and the production of higher valued products;
  - an increase in market access for Newfoundland and Labrador fish products; and
  - a decrease in the amount of discarded fish by-products.

Progress and Accomplishments

- In 2001, there were 47 projects completed under the Fisheries Diversification Program (FDP) for a value of $2.8 million. As a result of development initiatives conducted during the three-year program:



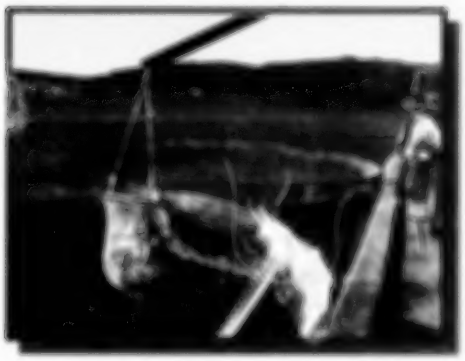
- Whelk production increased 410 percent to 342 tonnes in 2001 from 67 tonnes in 1997.
- Toad crab production increased approximately 800 percent since 1997 and rock crab production increased more than 1,100 percent.
- Mussel production increased 100 percent from 706 tonnes in 1997 to 1,452 tonnes in 2001.
- A bait manufacturing facility commenced operations in 2001, producing bait from fish discards.
- In keeping with the Department's full utilization policy for seals, two projects were initiated under the FDP relating to the product and market development of seal meat and seal oil health supplements (Omega-3).
- As a means to reduce shrimp and crab shell discards, the Department provided three approvals in principle for licences for the production of chitin/chitosan.
- The Department delivered 15 quality-related workshops around the province as part of the quality assurance initiative.

- Considerable progress was achieved on the Department's Quality Assurance Program, with the number of quality-related charges laid by Departmental inspection staff dropping from 57 in 2000 to 15 in 2001.
- The Department promoted Newfoundland and Labrador seafood at various international and national seafood marketing and promotional expositions in 2001-02 such as the International Boston Seafood Show, the International West Coast Seafood Show (Los Angeles) and the European Seafood Exposition (Brussels), and the Newfoundland and Labrador Marine Show.

3. Maximizing the Economic Potential of the Aquaculture Industry

Aquaculture development in the province has made significant progress in recent years. The Department continues to work closely with the industry and the Newfoundland Aquaculture Industry Association, to provide a range of technical, administrative, veterinary, and planning services to maximize the economic potential of the industry.

Priorities and Strategies



- To maximize aquaculture development by:
  - bringing services closer to the aquaculture industry; and,
  - providing extension, technical, and veterinary services to the industry.
- To increase the aquaculture production and markets through the Department's programs and policies;
- To encourage private sector investment in the aquaculture industry; and
- To maximize the economic value of aquaculture production by requiring the highest quality standards.

Progress and Accomplishments

- The Aquaculture Branch relocated to Grand Falls-Windsor, making Departmental services more accessible to the industry.
- The Department continued to provide planning, technical, research, and veterinary services to the industry.
- The Aquaculture Component of the Canada/Newfoundland Economic Renewal Agreement which concluded in 2001, provided $1.7 million (cost-shared, 80 percent federal and 20 percent provincial) in funding for aquaculture development.
- Through the assistance of the Department:
  - The production of mussels increased from 1,180 tonnes in 2000 to 1,452 tonnes in 2001;
  - Atlantic salmon and steelhead production increased from 1,500 tonnes in 2000 to 2,811 tonnes in 2001;

- Cod growout[1] production increased from 155 tonnes in 2000 to 207 tonnes in 2001;
- The Department assisted traditional processing companies to develop new market opportunities for the blue mussel sector through value-added processing; and
- In March 2002, construction on the Bay Roberts cod hatchery commenced.

- In conjunction with industry, grading and handling procedures were developed to maximize mussel quality.

4. Securing Newfoundland and Labrador's Share of Fish Resources

Over the past twenty years or more, there has been great concern over the erosion of Newfoundland and Labrador interests on matters of resource access and allocation in favour of non-Newfoundland and Labrador interests. This has increased the need for the Province to take measures to secure its share of adjacent fish resources.

Priorities and Strategies

- The Department promotes the principles of adjacency and historical participation through:
  - aggressively pursuing strategies to protect the province's interest in NAFO-managed stocks;
  - representations to the Independent Panel on Access Criteria (IPAC) process;
  - continuing to participate in the Atlantic Fisheries Policy Review (AFPR) which commenced in 1999; and
  - representing the province's interests at the Canada/France and Canada/Greenland bi-laterals and other international forums and bilateral agreements.

Progress and Accomplishments

- In 2001, the Government of Newfoundland and Labrador continued to make strong representations, as a member of the Canadian delegation to NAFO, regarding Canadian strategies to improve the management of straddling fish stocks.
- In 2001, the Department made a provincial representation (with input from the FFAW/CAW, FANL and the Newfoundland and Labrador Federation of Municipalities) to IPAC officials, stressing that resources adjacent to Newfoundland and Labrador must be used for the benefit of the province's industry and communities. The IPAC report was released in 2002.
- The Department is an ex-officio member of the External Advisory Board for AFPR and participated in all sessions held in the province during the AFPR consultation process. This process is still ongoing.

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[1] Growout is the practice of placing wild cod in cages, holding and feeding them for a minimum of three months, during which time they can double their initial weight. This cod receives higher prices in the marketplace.

5. Supporting Community-Based Fisheries Infrastructure

There is a continuing need for community-based fisheries infrastructure necessary to support a viable, diversified and professional fishing industry. Community groups are most knowledgeable of the local demands placed on these facilities, and with assistance from the Department, are best able to operate these facilities.

Priorities and Strategies

- The Department continues to help improve the availability and condition of community-based fisheries infrastructure throughout the province by:
  - maintaining special financial support for strategic community-based fisheries infrastructure; and
  - divesting of government-owned fisheries facilities such as community stages and slipways to community-based organizations.

Progress and Accomplishments

- Prior to the divestiture initiative, the Department owned and administered 312 facilities, including fish plants, marine service centres, community stages and slipways. By the end of 2001, the Department had divested of 235 facilities, of which six were divested in 2001.
- In 2001, the Department administered 134 special assistance grants to community-based organizations in all regions of the province, for a total of $357,000. This funding enabled these groups to leverage additional funds from other agencies. Typical projects included wharf and slipway repairs and infrastructure upgrading.
- There were 28 maintenance and repair projects carried out in 2001-02, for a total of $66,000, to cover projects such as repairs to department-owned baited trawl units and straddle cranes.
- The Department spent $81,000 from capital funding on such things as new refrigeration equipment for baited trawl units and timber and hardware for slipway construction.
- Major wharf construction remains a federal responsibility and the Department continues to encourage the federal government to invest in strategically-located fisheries infrastructure.
- Twenty of the Department's 25 marine service centers have been divested to private entrepreneurs. The remaining five have been leased to various operators.

6. Improving Cooperation with the Federal Government

The Department strives to develop and maintain a cooperative relationship with the federal government on significant matters and issues relating to the fishing and aquaculture sectors. This cooperative arrangement assists Government, and its clients, in achieving more effective delivery of programs and services, and increased benefits from marine fish resources.

Priorities and Strategies

- Improve the cooperative relationship between the Department and the federal government.
- Improve consultation, cooperation and information sharing between the Department and the federal government, by participating on federal/provincial working groups and ministerial councils.

Progress and Accomplishments

- The Department works cooperatively with the federal government through a variety of federal/provincial/territorial committees, meetings, working groups, and other structures at the ministerial and officals' level. Examples include:
  - Atlantic Council of Fisheries and Aquaculture Ministers (ACFAM);
  - Federal Provincial Atlantic Fisheries Committee (FPAFC) and working group;
  - Canadian Council of Fisheries and Aquaculture Ministers (CCFAM);
  - NAFO (the Department is represented as a member of the Canadian delegation);
  - Regional and Atlantic-wide fisheries advisory committees,
  - Fisheries Resource Conservation Council (FRCC);
  - Regional/Zonal Advisory Process (RAP/ZAP) sessions.
- The Department participates in several CCFAM Task Groups relating to oceans, emerging fisheries, species introductions and transfers, aquaculture and capacity management.
- The Canada-Newfoundland and Labrador Memorandum of Understanding (MOU) on emerging fisheries development intended to diversify the province's fishery, was signed in 2000 and efforts under the agreement continued during 2001-02.
- The Department is Chair of the Working Group on Internal Trade and actively participates in many international trade issues with the Department of Foreign Affairs and International Trade. Priority issues for the Department were European Union shrimp and groundfish tariffs and the United States Marine Mammal Protection Act (MMPA).

7. Promoting Fish Stock Recovery

There is a continuing need to promote the recovery of our groundfish stocks. Many of these stocks remain at critically low levels and the Department will continue to be proactive in having this issue addressed at the federal level. In addition, there must be greater emphasis on building allies in support of fisheries management that addresses the overpopulated seal resource.

Priorities and Strategies

- To promote the recovery of groundfish stocks, the Department:
  - supports an increase in the total allowable seal harvest;
  - participates on the Fisheries Resource Conservation Council;
  - continues to make strong representations to NAFO on fisheries conservation and management issues; and
  - supports the establishment of Total Allowable Catches (TACs) consistent with scientific advice.

Progress and Accomplishments

- The Department participated in and supported the Fisheries Resource Conservation Council (FRCC):
  - the Department has supported the FRCC's advice on stock management; and
  - the Department participated on advisory committees on fisheries management issues.
- The Department gave a presentation to the Eminent Panel on Seal Management. The Department recommended (among other things):
  - that an optimal seal population level be determined;
  - that DFO take into account the impact that the current harp seal population level is having on the recovery and sustainability of commercial fish resources;
  - that seal exclusion zones be identified;
  - that a multi-year allowance be considered rather than an annual TAC; and
  - that a blueback hooded seal harvest should be allowed when the animal reaches the same level of maturity as harp seals at the time of harvest.
- In June 2001, the Department participated in The North Atlantic Conference on Protection of the Sea and Sustainable Utilization of Living Marine Resources in the North Atlantic. The conference was designed to bring together political leaders from the North Atlantic countries, states, and provinces to build cooperation on marine research, conservation, and protection.

8. Promoting the Fishery as a Professional Industry

The fishing industry is changing to become a more efficient, professional and self-sustaining industry. The Department supports the professionalization of the fishing industry and works closely with the Professional Fish Harvesters Certification Board to achieve this goal.

Priorities and Strategies

- To have the commercial fishery recognized as a professional and self-sustaining industry.
- To have the commercial fishery recognized as an equal-opportunity employer.

Progress and Accomplishments

- The Department continued to support the Professional Fish Harvesters Certification Board.

- In 2001, the Department participated in the development of the Newfoundland and Labrador Code of Ethics; and
  - The Department administers the Board's enabling legislation.

9. Supporting the Implementation of New Fish Price Settlement Mechanism

The Department believes strongly in the Final Offer Selection (FOS) Process as a means of negotiating fair prices and bringing stability to the industry.

Priorities and Strategies

- To ensure an efficient and equitable process governing the fish price negotiations through FOS, the Department:
  - provides the participants with up-to-date market intelligence;
  - supports the negotiation and arbitration process; and
  - works with the Department of Labour on legislation and other related issues.

Progress and Accomplishments

- In 2001, through the negotiation process and support of the Department, seven price agreements were achieved through negotiation and six were achieved by arbitration. This process brought stability to the industry and facilitated agreement between processors and harvesters relating to quality assurance initiatives, trip limits, dockside grading and seasonal closures.
- In 2001, all fisheries started on time.
- The Department cost-shared fish and seafood market research with industry.

10. Health and Safety in the Harvesting, Aquaculture and Processing Sectors

There are new challenges that are affecting the safety and health of processing workers, fish harvesters and fish farmers. Illnesses such as shellfish asthma are negatively affecting the health of employees. Similarly, inshore harvesters face greater risk, as they venture further offshore in search of fish, and aquaculturists face risks in diving and harvesting operations. While health and safety are typically the jurisdiction of other government departments, the Department of Fisheries and Aquaculture is usually the first contact for many stakeholders. As such, the Department works with the other departments and agencies to ensure that these issues are addressed.

Priorities and Strategies

- To identify and help resolve safety problems in the fishing and aquaculture industries.
- To encourage DFO to change its vessel replacement rules to allow harvesters to use larger and safer vessels.
- To eliminate shore-fastened moorings on aquaculture sites.

Progress and Accomplishments

- The Department continued to participate in the Safety Net initiative, a community research alliance on health and safety in marine and coastal work. Specifically, the Department supported research on:
  - occupational asthma in shellfish processing workers;
  - cumulative trauma disorders in snow crab processing workers; and
  - fish harvesters' occupational health and fishing vessel safety.
- The Department continued to request that DFO review its vessel replacement policy.
- The Department, in cooperation with DFO, Coast Guard, and Newfoundland Aquaculture Industry Association (NAIA), is working to ensure that all aquaculture sites are in compliance with the federal *Navigable Waters Protection Act*.

Challenges and Opportunities

Building on the progress of 2001-02, the Department and the fishing and aquaculture industries will continue to respond to a number of challenges and opportunities in 2002-03.

Challenges

- The Department and the Newfoundland and Labrador fishing industry will continue to be challenged to ensure that an effective management regime is put in place for straddling fish stocks currently managed by NAFO. The Department will continue to press the Government of Canada to seek alternatives to the current management regime outside Canada's 200-mile limit.

- The Department and the processing sector continues to seek an improved balance between processing capacity and the supply of fish available within the province.

- The failure of key groundfish stocks to recover remains a major concern, particularly Gulf cod and Northern cod fisheries.

- Incomplete scientific knowledge and reduced scientific resources remains a challenge to fisheries resource management.

- With the conclusion of the Fisheries Diversification Program, the Department will be challenged to identify new sources of funding for fisheries development and diversification.

- The lack of recovery of wild cod stocks will continue to affect the availability of wild cod for growout. The Department will continue to work with DFO on this issue.

- Government is challenged to maximize the benefit and value from our shrimp resource in the face of the rapid growth of this sector since 1997, and the many structural problems and growing pains experienced in the industry since that time.

- The existence of continued tariff/non-tariff barriers to international trade in fish products continues to challenge the industry, particularly the seal and shrimp sectors.

- The Department must remain vigilant regarding the protection of fish resources adjacent to the province from various non-Newfoundland and Labrador interests.

- Government and the sealing industry is challenged to fully develop seal resources to expand the industry and to minimize the impact that the expansion of the herds will have on the recovery of cod stocks.

Opportunities

- The new cod hatchery in Bay Roberts is expected to open in 2003 and is creating much excitement and promise for the cod aquaculture sector (egg-to-plate). The province is on the leading edge of the new cod egg-to-plate research and development.

- The mutually-agreed industry and government strategy developed in 2001 is expected to provide structured growth in the egg-to-plate cod sector.

- Building on the success of the FDP, fisheries development opportunities exist for new species development (whelk, sea cucumber and toad crab) quality enhancement, by-product utilization and secondary processing.

- The next round of World Trade Organization (WTO) negotiations will provide the Department with an opportunity to have input into the elimination of major tariffs and non-tariff barriers.

- Significant value-added and diversification opportunities exist for the sealing industry particularly involving the pharmaceutical, nutraceutical and fashion industries.

- The Government of Canada has an opportunity and a duty to enhance the conservation and management of straddling fish stocks through such measures as custodial management, effective implementation of the United Nations Fisheries Agreement (UNFA), and improvements to NAFO's surveillance and enforcement measures. The Department will continue to press for such measures.

Winners of the 2001 Public Service Award of Excellence
Western Region Quality Assurance Team

Back: Alvin White; Jeff Gould; Karen Loder; Hubert Anderson; Mark Lowe
Front: Tracy Slaney; Deborah Fry, Clerk of the Executive Council; Roger Grimes, Premier of Newfoundland and Labrador; Monique Hynes

Catch Our Website

www.gov.nl.ca/fishaq

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